

COUNTY OF SANTA CLARA
PROBATION DEPARTMENT DESCRIPTION
JUVENILE SERVICES
INTERVIEWS JULY 17–19, 2000

Interview Process

On-site interviews with seven stakeholder groups were conducted in San Jose on July 17–19, 2000. The groups were divided into juvenile and adult services, except for the chief probation officer and senior staff and the county administrator’s office staff, who participated in both juvenile and adult services discussions. The seven stakeholder groups were:

1. Judges and court administrators
2. Chief probation officer and senior staff
3. Line supervisors and probation officers
4. Prosecutors and defense attorneys
5. County administrators
6. Public community agencies
7. Private community agencies

A total of 84 people were interviewed. This number included 5 judges, 13 senior probation managers, 38 first-line supervisors and line staff, 19 public and private agency representatives, 6 prosecutors and defense attorneys, and 3 staff members from the county administrator’s office. Several stakeholder groups addressed the same questions. Separate reports addressing juvenile and adult services have been prepared for Santa Clara County. Although many of the answers in both reports are the same or similar, the questions were addressed separately by both juvenile and adult services stakeholders. In some instances, contradictory responses were given. These areas of contradiction are reported under the questions to which they pertain.

Prior to the on-site interviews, several actions occurred. Eighteen categories related to juvenile and adult services were developed. Each category includes several questions specific to that topic. These questions were discussed, modified, and clarified at a meeting with representatives from the six counties selected to be part of this process. To accommodate the time frames of this project, participating counties were asked to address the questions in writing and to provide as much information as possible prior to the actual interviews. *This report combines all responses and does not specifically identify the part of the justice system reporting.* The 18 categories are as follows:

- I. Demographic Information
- II. Organizational Structure
- III. Department Mission and Objectives
- IV. Policies and Procedures
- V. Monitoring and Evaluation Process
- VI. Management Information Systems
- VII. Funding Sources
- VIII. Probation Services
- IX. Specialized Court Services
- X. Probation and Private Service Provider Partnerships
- XI. Staff Development and Training
- XII. Communication Systems
- XIII. Program or Service Gaps
- XIV. Partnership with Judiciary
- XV. Partnership with Prosecutors and Defense Attorneys
- XVI. Partnership with Other Collaborative County Departments
- XVII. Juvenile Probation Partnership with Education System
- XVIII. Strengths of Probation Department

SANTA CLARA COUNTY JUVENILE SERVICES DESCRIPTION

A total of 53 stakeholders addressed the questions related to juvenile services. The participant breakdown was as follows:

- Three judges
- Thirteen senior managers
- Twenty supervisors and probation officers
- Seven private community agencies
- Four public community agencies
- Three prosecutors and defense attorneys
- Three representatives of the county administrator's office

I. Demographic Information

A. Description of the county

Santa Clara is the largest county in the San Francisco Bay Area, with 1,312 square miles populated by over 1.7 million residents in 15 cities, including San Jose.

Ninety-two percent of the population live in cities. Santa Clara County is located at the southern end of the San Francisco Bay Area. San Jose is the largest city in the county, with a population of 850,000. Hispanics and Asians make up approximately 50 percent of the population.

Santa Clara County is the fourth largest county in California. The county employs a workforce of over 16,000. Santa Clara was one of the state's original 28 counties. For 100 years, agriculture and food processing flourished in the "Valley of Heart's Delight." Today, aerospace and electronics manufacturing has replaced orchards and packing plants. Santa Clara County is known as Silicon Valley, the birthplace of high technology.

Santa Clara County is a major employment center for the region, providing more than a quarter of all jobs in the Bay Area. It has one of the highest median family incomes in the country and includes a wide diversity of cultures, backgrounds, and talents.

B. Size of probation department

As of July 2000, the probation department had 877.5 budgeted positions. This includes 5 executive managers, 17 managers, and 63 supervisors, for a total of 85 managers/supervisors. The total number of positions for administrative, support, clerical, and miscellaneous services is 248. The staff breakdown for juvenile probation services follows:

- Fifty juvenile community services probation officers
- Sixty-nine and a half juvenile probation services probation officers
- Twenty-three community worker probation officers

C. Offender population, including types of offenses

As of June 30, 1999, a total of 4,543 juveniles were being served by the Santa Clara Probation Department. The classification of these cases follows:

▪ Maximum supervision	(9%)	415
▪ Regular supervision	(19%)	854
▪ Minimum supervision	(27%)	1,228
▪ Banked cases	((%)	5
▪ Diversion cases	(40%)	1,812
▪ New cases (unclassified)	(6%)	229
Total		4,543

D. Juvenile hall staffing and population data

The breakdown of staff assigned to juvenile detention follows:

▪ Juvenile hall living counselors	99
▪ Juvenile control counselors	39

▪ Juvenile services counselors	16
▪ Adult services counselor	1
▪ Furlough facility counselors	21
▪ Night attendant counselors	5
Total	181
▪ Probation counselors	59
▪ Probation assistants	12
Total	71

In 1999, juvenile hall admitted 6,313 juveniles:

- Average daily population was 303
- Average length of stay was 21 days
- 671 referrals to community release programs
- 1,400 referrals to electronic monitoring programs
- 558 referrals to court work programs.

Santa Clara County has three ranch facilities. In 1999, a total of 1,098 juveniles were admitted to these facilities:

- James Ranch (464)
- Holden Ranch (423)
- Wright Center (211)

The total population in the three facilities has increased slightly since 1996.

II. Organizational Structure

A. History of structure

- In 1982, the juvenile and adult departments were consolidated into three divisions: Probation Services, Institution Services, and Administrative Services
- In 1990, returned to juvenile and adult divisions

- In 1997, separated juvenile hall
- Separated juvenile hall and administrative services

B. Theory behind organizational structure

- Adult probation services were getting lost
- Focus was entirely on juvenile services
- Transferred resources to adult probation
- Desired a balanced department of both juvenile and adult services

C. Reporting lines of authority

- Four layers of management:
 - Chief
 - Deputy chief
 - Manager
 - Supervisor
- Same consistent line of authority in juvenile and adult divisions
- Four layers of management is working effectively

D. Discuss organizational structure strengths

- Appears to be the appropriate levels of management staff

E. Suggested organizational changes

- Organizational structure is working well

III. Department Mission and Objectives

A. Written department mission statement

- There is a department mission statement that was recently updated
- There was a difference of opinion on the frequency of the statement's updating

B. Written juvenile services mission statements

- Juvenile hall has a separate mission statement
- Juvenile probation services use the department mission statement

C. Written annual objectives for juvenile services

- Some specialized programs have written objectives
- There are written objectives for grant programs
- The department is beginning to explore objectives and comprehensive performance measures

C. Discuss staff involvement in the mission statement process

- Staff at every level has an opportunity to give input on the department mission
- A millennium committee composed of staff from all levels of the organization worked on the statement
- All staff had an opportunity to comment during the committee process
- E-mail is one vehicle used to give input on the mission statement
- Input from line staff and support staff is welcome

D. Discuss how objectives are implemented within the department

- Objectives do not reach line staff or supervisors at this time
- Objectives are developed program by program
- It is a management goal to have objectives at every level of the organization

IV. Policies and Procedures

A. Does the department have a policies and procedures manual?

How often is it revised?

- There is an overall administrative procedures manual
- Juvenile detention services, juvenile services, and adult services maintain a procedures manual providing operation-specific information

- Juvenile institutions have federal and state policies they must adhere to
- There are monthly updates of sections of the manuals
- Revisions are from positions of managers and above

B. How are policies and procedures implemented?

- Supervisors review with staff
- Discussions held at team meetings
- Each supervisor has a complete manual
- Juvenile institutions review with all staff
- Direct input from staff who have direct responsibilities for implementation
- All juvenile and adult supervisors review policies

C. Describe the process used to prepare policies

- Supervisors work on the specific subject matter
- Managers write the policies

D. Describe staff input in policy development

- Supervisors share with line staff
- Suggestions come from interested line staff

E. Describe the process used to monitor policies and procedures

- Juvenile institutions have monthly policy and procedures reviews
- Review of policies and procedures is part of department training
- Juvenile and adult supervisors use check-off procedures to ensure that officers have seen the policies and procedures
- The system is described as informal

V. Monitoring and Evaluation Process

A. Describe the evaluation procedures for programs and services

- Grant programs have evaluation components as part of the award system

- All contracted programs have an evaluation component
- The county administrator's office has identified priority services that require performance-based evaluations
- Not all programs are evaluated
- The department is prioritizing programs that need evaluation
- The department recognizes the importance of evaluating all programs and services
- Some evaluations are conducted by outside evaluators
- Some programs are evaluated by in-house staff

B. Are evaluations designed on performance-based measures?

- Programs that are evaluated have some level of outcome measures
- Some specialized programs are evaluated with performance-based measures

C. Describe how monitoring and evaluation information is reported to the CPO

- CPO meets with program staff to discuss evaluation-based changes
- Senior managers meet regularly to discuss program evaluation
- Supervisors are involved and can access CPO

D. Describe how this information is integrated into programs and services

- Evaluation information is shared with staff involved in the program
- Management is encouraged to involve staff
- Extensive dialogue take place with staff
- County administrator's office always has an evaluation component

E. Describe how information from evaluations is integrated into management decisions

- Management embraces the importance of evaluation data
- Information and suggested program changes are shared with the judiciary and county administrator

VI. Management Information Systems

A. Describe the current information system

- Countywide mainframe system including the Juvenile Record System and Criminal Justice Information Control
- Department of Revenue system that provides fee/restitution payment information
- Provides in-house case management information
- Focus is on probation officer needs to manage caseloads
- E-mail
- Authorized WWW Internet
- Support staff has a major data input responsibility

B. Assess the efficiency of the information system

- Rated as 70 to 75% efficient by juvenile division
- Rated as 85 to 90% efficient by adult division
- No capability for adult institutions
- System needs to be better integrated
- Duplication of data entry
- Department is moving in the right direction

C. Describe how information needs are determined

- Executive management team determines the priorities
- Mandated by county, state, and federal sources and legislative changes
- County policy and grant requirements
- System and automation recommendations presented by various user committees
- Information system unit reviews all requests
- Line staff give input through supervisors
- Line staff has regular direct contact with information system unit

- Line staff describe the department as an “open” system

D. Does a users committee exist and what is the composition?

- There is no regular users committee
- Major automation projects have users committees
- Committees consist of user representatives, including probation officers and support staff
- Each project has a committee
- Information is shared openly

E. Describe how the MIS interacts with other parts of the system

- A countywide steering committee meets to discuss information system
- Juvenile and adult information systems are shared by juvenile and criminal justice agencies
- Limited access to juvenile system because of confidentiality issues
- State parole shares the same NCIC network

F. Discuss additional information needs

- Information from the court is slow and is pretty much a paper-flow system.
- Frequently get clients before information is forwarded
- Integration of the mainframe with local department systems
- An interagency pilot project is reviewing common information needs that can be shared
- No data is received from the Department of Social Services
- System must avoid duplication of data entry
- Transfer of medical information from health and hospital services or mental health services
- Electronic court information exchange between court and probation
- Court calendar information
- Community public agencies must have access to nonconfidential parts of the probation information system

G. What are the computer equipment needs?

- Remote access facility for program staff stationed in remote community facilities
- Laptops to support field staff
- Scanning capability
- Institutions lack computer services

VII. Funding Sources

A. What is the total budget (juvenile and adult breakdown)?

- The total budget is \$73.4 million:
 - Central administration is \$13.9 million (19%)
 - Adult services division is \$20.6 million (28%), which includes investigations, supervision, men's work furlough, women's work furlough, and administration
 - Juvenile probation services is \$25.2 million (34%), which includes juvenile community services; juvenile delinquency services; and James, Holden, and Wright Center ranches
 - Juvenile detention services is \$13.7 million (18%)

B. What are the major line items?

- Adult services division:
 - Investigations: \$6 million
 - Supervision: \$6.5 million
 - Men's work furlough: \$2 million
 - Women's work furlough: \$1.3 million
 - Administration: \$7.4 million
- Juvenile probation services:
 - Juvenile community services: \$7.5 million

- Juvenile delinquency services: \$6.7 million
- James Ranch: \$3.2 million
- Holden Ranch: \$2.8 million
- Wright Center: \$2.6 million
- Juvenile detention services: \$13.7 million

C. What are your various funding sources?

- Fees
- Traffic and courts
- Federal
- State
- Other

D. Where are your greatest funding item deficits?

- Short-term residential beds for substance abusers
- Mental health residential facilities
- Additional disposition options
- More structured placements beyond ranches and short of youth authority
- Special-education services
- Dual-diagnosis treatment services
- Physical plant update throughout the whole department
- Vocational training opportunities for juveniles
- In-house recreational programs
- Staff and family caucuses
- Computers for institutions

E. Level of CPO control over budget

- Has control over department budget
- Participates in county board committees

F. Large budget category comparisons for the past five years

- FY 1997: \$54,928 million
- FY 1998: \$59,880 million
- FY 1999: \$64 million
- FY 2000: \$66.5 million
- FY 2001: \$73.4 million

VIII. Probation Services

A. Discuss the automated and validated needs/risk tools being used

- No specific needs/risk tool being used
- Used in special court settings
- Juvenile case classification instrument
- Contract for psychological reports
- County agency provides drug assessments
- Special-education screenings provided by school system
- Juvenile hall conducts risk assessments on all juveniles

B. Describe any specialized assessment services you provide

- Outside agencies provide specialized assessments

C. What are the current probation supervision workload standards?

- There are currently no workload standards
- There is no system of equal distribution of workloads among probation officers
- Specialized caseloads have maximum cases per officer
- It was determined a number of years ago that each probation officer has 119 hours per month available to service clients

D. Describe how these workload standards are determined

- Complete time study 15 years ago
- Management expressed need to have a current time study

E. Describe the case plan process (supervision plan)

- Every case has a written supervision plan either at sentencing or 30 days after
- Clients sign off on the written treatment plan

F. Describe the continuum of services offered to probationers from least to most restrictive sanctions

- There is no formalized continuum of services
- The services offered from least to most serious are intake, informal probation, deferred informal court probation, deferred judgment with limited sanctions, six months probation, ward of court, probation, custody time in juvenile hall, private institution, ranches, and Youth Authority.

G. Are there eligibility criteria for entering and exiting each program and service? Please describe.

- No specific eligibility
- Guidelines are used
- Eligibility criteria for drug court

H. What sanctions along the continuum are *not* available?

- Short-term residential facilities for substance abusing juveniles
- Short-term residential facilities for mental health problems
- After-school reporting centers

I. Describe the role the judiciary plays in the intermediate sanctions system

- Usual practice is for probation to determine the appropriate sanctions
- Judges play a significant role in placing juveniles in specialized programs such as domestic and family violence programs
- Judges decide on the general conditions of probation

- Judges order case reviews on ranch cases
- Judges conduct regular court reviews

J. What role does the judiciary play in determining the types of supervision sanctions needed?

- Make the specific determination for ranch commitment
- Determine the conditions of probation

K. Are there any mandated sanctions?

- Family counseling
- Drug abuse treatment

IX. Specialized Court Services

A. List the specialized programs in your county

- Domestic violence courts
- Family violence courts
- Juvenile drug court
- Community teen court
- Neighborhood accountability courts
- Juvenile traffic court
- Planning a new dependency and delinquency court

B. Describe the relationship between these programs and probation

- All specialized courts have excellent working relationships with probation
- Relationships with mental health workers could be improved

X. Probation and Private Service Provider Partnerships

A. Describe the services private vendors provide to the probation department

- Substance abuse treatment
- Community-based services for diversion cases
- Counseling services
- Private psychiatric services
- Family violence services
- Domestic violence services
- Educational consultants
- Juvenile hall recreation, anger management, dance, and life skills services
- Electronic monitoring alternative to juvenile hall
- Family Counseling Institute

A. How does probation staff view these services or programs?

- General observation is very positive
- Excellent collaborative relationships
- More timely reporting would improve services

XI. Staff Development and Training

A. Describe the specific training subjects offered to staff

- Each new probation officer receives 240 hours of training by the state
- Each probation officer must have 40 hours of training annually
- Each institution worker must take 24 hours of annual training
- Each new supervisor and manager takes 80 hours of required training
- Each employee receives an in-house orientation program
- There are two full-time training officers who coordinate the department training effort
- Training is offered by internal staff as instructors
- Training is offered by contracted instructors

B. List the training courses that are mandatory

- Several courses are mandatory but not on an annual basis

- Mandatory courses include cultural diversity and sexual harassment
- Mandatory training for specialized programs such as domestic and family violence and for specialized caseloads

C. Describe how staff training needs are determined

- Supervisors determine officer needs
- Monthly meetings with the probation officer union are devoted to training needs
- Staff makes specific training requests
- Some training is mandated outside of the department
- Supervisors discuss training needs jointly with officers
- A training committee addresses staff development needs
- There is a yearly assessment of training requests

D. Describe the process used to get staff input for training needs

- Exchange of ideas from all levels of department
- Training officer conducts an annual staff development needs inquiry
- An excellent range of training courses is available to staff
- There is a lack of informal and internal training offered to institution staff

E. Describe the types of cross-training taking place

- Some within the department
- Staff recognizes a need for cross-training and welcomes opportunities
- Some training with prosecutors and defense attorneys
- There is some special-education cross-training

F. Describe the management training being offered

- Eighty-hour course after promotion to supervisor or manager
- Annual 16 hours of training
- Probation supervisors and managers have a minimum of 40 hours annually
- Leadership training is provided for anyone who wishes to attend

- Professional training conference are encouraged
- It would be helpful to offer management training prior to promotions

XII. Communication Systems

A. Describe the department's staff meeting schedule

- Executive team meets weekly
- Senior managers meet monthly
- Supervisors meet weekly
- All staff meet quarterly
- Consensus that communication in the department is good
- Communication with satellite offices is more difficult

B. Describe the process used to disseminate day-to-day information to line staff

- E-mail
- Web site
- Memoranda
- Quarterly newsletters
- Bulletin boards
- Open and informal channels of communication
- Ranch staff needs e-mail
- Staff feel they "know what's happening"

XIII. Program or Service Gaps

A. Discuss the resources, services, or programs you need to provide a more effective probation service

- Not enough staff resources for the general caseloads
- Need for more vehicles
- Staffing for family counseling

- Need a more structured placement after ranch
- Office space and physical plant need updating and are overcrowded
- Additional development of technology information
- Renovation of other half of juvenile hall
- Shortage of space for institutional programs
- Need more transitional services after leaving ranch program
- Must move away from a Band-Aid approach
- Need more prevention services

B. Are any programs mandated?

- Community service work
- Social studies are mandated

XIV. Partnership with Judiciary

A. What services does probation provide for the judiciary?

- Court officers
- Full screenings
- Social studies
- Supervision
- Drug court staff
- Detention facility
- Domestic violence services
- Transportation to court
- Specialized programs
- Psychological reports
- Referral to out-of-state placements
- Postdispositional plans
- Fitness hearing reports
- Permanency plans

B. Describe the relationship between the judiciary and the probation department

- Judicial comments that new staff are oriented more toward criminal justice social work
- Increased number of ex parte hearings because of lack of confidence in some officers
- Court unit people are excellent and will get the information judges need
- Probation officers are very professional
- Probation officers are very task oriented
- Probation officers have an excellent grasp of the technical aspects of the job
- Probation department believe there is an open-door policy with the judges
- New judges need more knowledge of the juvenile justice system
- All parties have mutual respect for each other
- Probation officers believe they have an excellent relationship with the judiciary

C. Describe the process used by probation and the judiciary to ensure that the judiciary has the broadest possible sentencing alternatives

- Court units communicate with the judges and coordinate appropriate services
- Probation periodically makes presentations to judiciary about services and programs
- Probation officers are trained in how to use family conferencing
- Informal communication network

D. What changes or enhancements are needed to improve this partnership?

- Quarterly meetings with judiciary, prosecutors, and defense attorneys
- Written description of programs
- Joint judicial and probation training
- More use of e-mail
- Judges need more education in the behavioral sciences
- Restorative justice programs across the whole juvenile justice system

- Judges need more local resources after ranch placement
- Probation needs a full-time grant writer
- Educate the community about the way the juvenile system works
- Probation officers need to be more knowledgeable about community resources
- Focus on new probation officers becoming social work oriented

XV. Partnership with Prosecutors and Defense Attorneys

A. What are the points of interaction among probation, prosecutors, and public defenders?

- Prosecutor refers police to probation
- Prosecutor discusses dependency, delinquency, and mental health issues with probation
- Prosecutor interacts with probation on issues of fitness and waiver
- Prosecutor discusses cases with probation at pretrial
- Prosecutor and probation interact at disposition hearings
- Prosecutor, defense, and probation sit on multiagency task force
- Defense attorney and probation interact on placement evaluation
- Defense attorney and probation share police reports

B. Describe the relationship among prosecutors, defense attorneys, and the probation department

- Prosecutor believes the relationship is better than in any other county in California
- There is some “bullying” of probation by the prosecutor’s office
- Probation officers do not see themselves as case workers
- Probation has become more criminal justice rather than social work oriented
- Problem of inexperienced prosecutors passing through juvenile services
- Probation has a lack of understanding of the role of the defense attorney
- Probation needs to remain unbiased
- Probation has a more negative interaction with juveniles

- Some juvenile probation offices want to move to adult services
- Defense attorney sees the prosecutor and probation as a team rather than as neutral
- The goal of young prosecutors is to get convictions
- Defense attorneys are not treating juveniles appropriately
- The system is too adversarial

C. Discuss the exchange of information among probation, prosecutors, and defense attorneys

- Probation uses the prosecutor file to start the case
- Defense attorney is not sharing much information
- Defense attorney has access to the probation file
- Defense attorney is assisted by being physically located in the juvenile division
- Defense attorneys are new and overwhelmed by the juvenile justice system
- Prosecutor and defense rely on probation reports

D. What changes or enhancements are needed to improve the partnership?

- More cross-training
- Three-year juvenile court assignments for prosecutors and defense attorneys
- Stronger ties between the courts and probation
- Probation does not have a sense of working for the judiciary
- Probation should be more independent
- Regular partnership meetings
- Make the restorative justice program available for all juvenile offenders
- Forget turf and budget issues
- Develop a common goal and mission for all parties

XVI. Partnership with Other Collaborative County Departments

A. What are the points of interaction with these departments?

- Department of Alcohol and Drugs provides assessments and treatment series
- Department of Mental Health provides assessments, evaluations, and treatment services
- Department of Social Services provides dual-status reports
- Office of Education provides alternative schools and special-education services

B. Describe the relationship between probation and these departments

- Grants need more collaboration
- Probation is asked to help with its expertise
- Generally good working relationships
- Probation is asked to be on county teams
- The relationship with education is not good
- Education is using substitute teachers at juvenile hall
- Education is not providing proper support to alternative schools

C. Discuss the exchange of information between probation and these departments

- Excellent
- All involved keep looking for ways to improve
- Other departments are presenting for the probation department at budget hearings

D. What changes or enhancements are needed to improve this collaborative relationship?

- Focus has to be on the overall system and not individual agencies

XVII. Juvenile Probation Partnership with Education System

A. Describe the relationship between the education system and the juvenile probation system

- Administrative decisions by education work against a good partnership with probation
- Special-education services are not adequately provided to probation
- Education is territorial
- The relationship with probation is poor

B. What specialized programs or services are provided to juvenile probationers by the education system?

- Alternative-placement academy
- Probation officers located in schools
- Probation officers visit schools
- Geographic units have police, probation, and schools working collaboratively

C. Discuss the exchange of information between juvenile probation and the education system

- Problematic
- Education system is not in compliance with the law
- Juvenile hall does not provide services to one-third of its population

XVIII. Strengths of Probation Department

A. List and discuss the elements of the probation department services that you believe are outstanding or exceptional

- Restorative justice program has been very successful
- Drug court program has been effective
- The millennium task force demonstrated outstanding insight and vision by top management
- Department is not looking at custody as a first alternative

- Innovations are welcome and successful
- Relationships with other public and private agencies are very good
- Excellent relationship with union
- Openness to new ideas
- Relationship with county government is exemplary
- Staff is very creative
- Collaboration with other agencies is exemplary
- Administrative services is very integrated and responsive to the department
- Probation officer technical ability in court matters is outstanding
- Probation works very well with the community
- Probation is an excellent advocate for family issues
- The leadership of probation is visionary and well respected throughout the county
- Regional relationships are very good
- Domestic violence court is unique and serves as a state model
- Probation prepares sophisticated proposals

Exemplary Practices and Programs

The Restorative Justice Program in Santa Clara County is outstanding and serves as a model for other California counties as well as the rest of the nation. The concepts of restorative justice are integrated into the mission and goals of the department and have been embraced by public and private agencies serving juveniles. The probation department leadership plans to expand the concept to the entire juvenile caseload, and consideration is being given to applying this philosophy to adult probation services. This approach is both innovative and visionary.

An exemplary partnership exists between probation and both public and private youth-serving agencies. This department is an excellent source of consultation for those counties having difficulty developing these partnerships.

The leadership and outstanding quality of probation staff are mentioned extensively by all stakeholders throughout the system.